Project Dissertation Report

on

Job Satisfaction Of Employees Amid COVID'19

Submitted By

Parvinder Kaur

2K18/MBA/43

Under the Guidance of

Dr. Shikha N. Khera

(Assistant professor)

DELHI SCHOOL OF MANAGEMENT

Delhi Technological University

Bawana Road Delhi 110042

May 2020

CERTIFICATE

This is to certify that the Project Report titled "**Job Satisfaction Of Employees Amid COVID'19**" is an original and bonafide work carried out by Ms. Parvinder Kaur of MBA 2018-20 batch and was submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi in partial satisfaction of the need for the respect of the Degree of Masters in Business Administration.

Signature of Guide   Signature of Head of Department (DSM)

Dr. Shikha N Khera   Prof. Rajan Yadav

(Assistant professor)   (Professor)

Place: Delhi

Date**:**

DECLARATION

I, Parvinder Kaur ,a student of MBA 2018-20 of Delhi School of Management, Delhi Technological University ,therefore proclaim that Project Dissertation report on "**Job Satisfaction of Employees Amid COVID '19** "submitted in partial satisfaction of Degree of Masters of Business Administration is the first work led by me.

The data and information given in the report is credible as far as I could possibly know. This report isn't being submitted to some other University for grant of any Degree ,Diploma and Fellowship.

(Parvinder Kaur)

Place: Delhi

Date:

ACKNOWLEDGEMENT

I accept this open door to stretch out my earnest gratitude to Delhi School of Management, DTU for offering me a one of a kind stage to pick up presentation and accumulate information in the field of Human Resource Management.

I might want to stretch out my sincere appreciation to my Project Mentor Dr. Shikha N. Khera for her direction and important proposals on finishing the venture and making it an extraordinary learning experience through steady direction, consolation and backing.

Last however not the least I might want to offer my significant thanks to the resources and the understudies of DSM who contributed in their own particular manners in effective finishing of my undertaking.

Parvinder Kaur

ABSTRACT

Job satisfaction is the degree to which employees feel positively or negatively about their work. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace. Job satisfaction is defined and measured with reference to various factors of the job. High employee satisfaction is correlated to lower staff turnover and higher job performance.

Though there is no conclusive evidence that job satisfaction affects productivity directly since productivity depends on so many variables, it is still a prime concern for managers. It is often said that " A happy employee is a productive employee. "

Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental wellbeing. The study tries to evaluate how pandemic conditions here COVID'19 affect the satisfaction level of employees .It assesses how far remote working and flexibility in the organization motivate the employees of a company. The study also attempts to analyze the opinion of employees towards the working life during COVID'19.

The examination was finished by disseminating Google poll to the employee from various industry in India. The poll results show that there is a huge relationship between employee satisfaction and working condition. I earnestly trusted that the discoveries could help to show the near connection between employee satisfaction and COVID'19 in India.

TABLE OF CONTENT

CHAPTER **PAGE NO.**

LIST OF FIGURES

PAGE NO.

CHAPTER1: INTRODUCTION

1.0 Introduction

This chapter will help in furnishing with a review diagram of this research. A research foundation and issue proclamation has been attracted to know the fundamental information on the research. The research destinations and advantages related are recognized and talked about. In conclusion, research question and speculation of the examination have been readied and these gave research an unmistakable rule to go before the research to the following chapter.

Employee satisfaction or job satisfaction is one of the key goals of all HR personnel irrespective of what their individual KRAs are. A satisfied employee is not just a retained employee but an ambassador for the brand, internally and externally. She can help dispel the apprehensions of others and can defend the company. Happy employees are more loyal to the company and its objectives, they go the extra mile to achieve goals and take pride in their jobs, their teams and their achievements.

The majority of organizations view job satisfaction as dependent on 2 things – salary and 'recreational activities'. What matters is how HR understands the needs of its employees and what it does to leverage employee needs to company goals.

Some factors matter most to employees when it comes to satisfaction, like how it respects employees, whether people can trust senior management, how secure and clear their career paths are and of course, how fairly it pays them. Organizations that 'invest' in these factors become experiential organizations and witness long-term gains.

Employee satisfaction needs to be treated with both short and longterm visions. In the short term, it is directly linked to attrition and employeeorganization match. It is important that people perceive the company in a positive light in their early days of employment, else it would not take long for them to look for a change. In the long term, it is more damaging when an employee is not satisfied but continues to work with an organization due to other reasons. The employee starts to look for reasons to dislike the company more. For example, if a bad appraisal is the core reason behind her disappointment, the e

mployee might then perceive that there is favoritism or that the company does not treat her as a valuable asset. Such impressions corrode the value an employee places on the company and this gets projected extrinsically, often among an audience with whom the equity of the organization gets affected.

A dissatisfied employee expresses her negative perceptions more in external forums than internal ones, for fear of repercussion. And when an existing employee speaks ill of the company, it reduces the prospects of the listener to join the company and the reputation of the organization is impacted. Hence it is also important that HR identify such employees and work towards alleviating their problems and converting negative impressions to positive ones.

Job satisfaction is a very important part of an employee's lifecycle and motivation to remain loyal to and employed with an organization. A number of activities or tasks of an HR team directly or indirectly influence employee satisfaction levels. Therefore HR must also remember that how a company functions through its policies, senior management and culture will impact how happy employees are and will help it reap financial, cultural and brand equity benefits.

The survey comprises a number of questions under each of the 7 categories.

Extrinsic rewards
Tangible rewards given to employees (salary, bonuses, etc.).

Supervisory support
How happy an employee is with their boss' performance.

Reward fairness
How appropriately rewards are distributed among employees.

Autonomy
How much freedom an employee feels they have in how they do their job.

Corporate image –
How much the employee likes the company.

Affinity –

How supported an employee feels by other employers.

Development

How satisfied an employee is with the career prospects and opportunities the company provides them.

The most common and prominent job satisfaction theories are;

1. Maslow's Needs Hierarchy Theory,

2. Herzberg's Motivator-Hygiene Theory,

3. Job Characteristics Model,

4. Dispositional Approach.

The theory suggests that human needs form a fivelevel hierarchy consisting of physiological needs, safety, belongingness/love, esteem, and selfactualization..Maslow's needs hierarchy was developed to explain human motivation in general..However, its main tenants apply to the work setting and have been used to explain job satisfaction.

Within an organization, financial compensation and healthcare are some of the benefits which help an employee meet their basic physiological needs.Safety needs can manifest itself through employees feeling physically safe in their work environment, as well as job security.When this is satisfied, the employees can focus on feeling as though they belong to the workplace.This can come in the form of positive relationships with colleagues and supervisors in the workplace.Once satisfied, the employee will seek to feel as though they are valued and appreciated by their colleagues and their organization.

The final step is where the employee seeks to selfactualize; where they need to grow and develop to become everything they are capable of becoming.

Process Theory

Process theory describes the process of how behavior is energized, directed, sustained, and stopped. Process theory sees job satisfaction as being determined notionly by the nature of the job and its context within the organization but also by the needs, values, and expectations that the individuals have about their job.

There are three subtheories of process theory have been developed. These are the theory based on the discrepancy between what the job offers and what is expected, theory based on what an individual needs, and theory based on what the individual values.

Motivator-Hygiene Theory

Herzberg's MotivatorHygiene Theory suggests that job satisfaction and dissatisfaction are not two opposite ends of the same continuum, but instead are two separate and, at times, even unrelated concepts. 'Motivating' factors like pay and benefits, recognition and achievement need to be met for an employee to be satisfied with work. On the other hand, at the absence of 'hygiene' factors (such as working conditions, company, policies, and structure, job security, interaction with colleagues and quality of management) employees will be dissatisfied with their jobs.

Reference Group Theory

Reference group theory gave rise to the thought that employees compare their inputs and outputs from his/her job to others, such as his/her friends, coworkers, and others in the industry. Theorists, such as Hulin and Blood (1968) have argued that the understanding of the groups to whom the individuals relate is critical to understanding job satisfaction.

Discrepancy Theory

Another name of Discrepancy Theory is "Affect Theory" which is developed by Edwin A. Locke in 1976 and is considered the most famous job satisfaction model. Many theorists have tried to come up with an explanation for why people feel the way they do in regards to their job. Locke developed the idea known as discrepancy theory. This theory suggests that a person's job satisfaction comes from what they feel is important rather than the fulfillment or not of their needs. A person's importance rating of a variable is referred to as "how much" of something is wanted. Discrepancy theory suggests that dissatisfaction will occur when a person receives less than what they want.

Job Characteristics Model

The Job Characteristics Model (JCM) explains that job satisfaction occurs when the work environment encourages intrinsically motivating characteristics. Five key job characteristics; skill variety, task identity, task significance, autonomy and feedback, influence these psychological states. Subsequently, the three psychosocial states then lead to several potential outcomes, including job satisfaction. Therefore from an organizations' point of view, it is thought that improving the five core job dimensions will subsequently lead to a better work environment and increased job satisfaction. These can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors.

Dispositional Approach

Another wellknown job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This dispositional approach suggests that job satisfaction is closely related to personality. The evidence for this approach can be divided into indirect studies and direct studies .Judge and colleagues have reviewed these areas in greater detail. The indirect evidenc

e comes from studies that do riot explicitly measure personality. This even includes significant empl oyment changes, such as changes in employer or occupation.

The indirect studies, however, are vulnerable to several important criticisms, namely that other unaccounted factors might be contributing to job satisfaction levels.Most prominently, there is research evidence that self esteem, selfefficacy, emotional stability and locus of control comprise road personality construct, which contributes to bow an individual sees.

A review of 169 correlations between each of four affective constructs (i.e., selfesteem, selfefficacy, emotional stability and locus of control) and job satisfaction, found that as self-reported levels of selfesteem, selfefficacy, emotion stability and locus of control increased so did job satisfaction.

Similarly, investigations into the link between the fivefactor model of personality and job satisfactio n revealed neuroticism, conscientiousness, and extraversion to have moderate relationships with job satisfaction .People tend to evaluate their work experiences in terms of liking or disliking their jobs and develop feelings of satisfaction or dissatisfaction regarding their job, as well as the organization in which they work.

Many probable influences affect how favorably an individual appraises his or her job. This is also im portant for the organization to retain valued employees. For this reason, through years of extensive re search, Psychologists have identified the theories that help to measure the level of job satisfaction of t he employees.

The focus of this study is to identify the factors that influence employee satisfaction and performance, with a view of helping business managers to attract, motivate and retain their employees in the long term.

Employee satisfaction has a direct bearing on behavior in the workplace, with a good level of employee satisfaction improving the retention rate of employees and minimizing recruiting and training expenses. Satisfied employees perform their tasks better, and longterm employees usually have a greater level of skill and expertise, both of which lead to increased performance. Since high employee satisfaction can be seen to lead to smooth operations in the workplace and result in higher profits, it is crucial for managers to understand the key factors that increase employee satisfaction and, therefore, performance. This study will potentially assist human resources departments and top management in Jordanian industry to focus their efforts on the factors that most influence employee satisfaction which directly affect job retention and employee turnover. By studying the factors of wages, organizational culture, benefits, stress, training and development, promotion system, and job security, we will be able to deduce the percentage of influence for each factor.

A survey has been carried out among employees to pinpoint the reality behind job satisfaction and high performance, also taking into account how the employee's age, education level, job position, and type of job affect attitudes toward work during COVID'19.

1.1 Research Background

The term Job satisfaction is furnished as the attitude of content, an employee possesses in his or her current position in an organization. In the last few decades, a number of scholarly studies have been conducted using the workers' satisfaction as a central research varAble. It has to be regarded as an obligatory attribute which is very frequently measured by organizations in order to ensure the existence of an affectionate approach of employees towards the duties and responsibilities they deal with. Despite of the world-wide urges for considering employees as a human asset of the organization, the prevailing scenario of profit oriented business is nether providing a fair remuneration system nor extending welfare oriented move towards its employees, often. Therefore, the turnover rate has alarmingly increased in most of the industries in all the levels of employments. Here comes the significance of guaranteeing a level headed state of job satisfaction among the employees of any organization, which in turn may land in organizational effectiveness.

7

Zain, Ishak and Ghani (2009) illustrate the factor of job satisfaction as being constituted of by employees' thoughts, feelings, interactions and performance. On the basis of Hawthorne studies, Glenn Bassett (2004) articulates the working hypothesis of the human relations movement in management has consistently proposed that the satisfied worker is a productive one. Over the recent years, researches are moving in the reverse direction, inferring that employee performance influences job satisfaction (Bassett, 2004: 1).

(Locke, 1976; Spector, 1997) defines Job satisfaction as nothing but a positive emotional state resulting from the pleasure a worker derives from the job. (Kalleberg, 1977; Mercer, 1997; Wright and Cropanzano, 1997; Wong et.al., 1998) treats Job satisfaction as the attitude, both affective and cognitive, being possessed by an employee in respect of the whole aspects of their work, the latter implying that satisfaction is related to the component facets rather than the whole job, which is consistent, Spector (1997).

Job satisfaction describes the feelings attitudes or preference of individuals regarding work. It indicates how content an individual is towards his or her work. Positive and favorable attitude towards the job indicate job satisfaction, Negative and unfavorable attitude indicate dissatisfaction. This study sought to determine factors influencing job satisfaction among employees in India during COVID'19.

The study focused on the feelings, attitudes and preferences of employees in the determination of the factors. A total of one hundred and ten employees were targeted with a sample population of 150 employees. Descriptive survey method was used to collect data. This study is based on Maslow's hierarchy of needs theory and supported by other theories as will be mentioned.

Employee reward another component of job satisfaction is about how people are given appreciation as a return for doing something good or valuable to the organization. Motivation deals with 'why' people behave think and feel the way they do. This means motivated behavior is usually energized, directed and sustained through rewards. The explanation for motivation integrates biological, cognitive and social influences; job satisfaction on the other hand is a set of favorable or unfavorable feelings and emotions with which employees view their work. It is an affective attitude, a feeling of relative like or dislike toward something, which consist of feelings, thoughts and intentions to act. Emotions are ma

de up of, physiological arousal and behavioral expression and involve social contexts as well as relati onships. Gender differences are more likely to occur in such contexts that emphasize social roles and relationship in the workplace.

Many researchers and administrators have noticed the importance of job satisfaction on a variety of o rganizational variables (Kreisman, 2002). Dissatisfied employees are likely to leave their jobs, thus u nderstanding of employee job satisfaction and its contributing variable are important for any organiz ation to exist and prosper (Majidi,2010). Similarly Oplatka & Mimon, (2008) noted that the principal reason as to why job satisfaction is to extensively researched is that it relates to significant associatio n with life satisfaction (Buitendach & Dewitte, 2005), organizational commitment (Cullinah, 2005) and job performance (Buitendanch & Dewitte, 2005) A number of motivational theories explain how rewards affect the behavior of individuals and teams.

There are in existence two types of theories: the 'content' and the 'process' approaches. The content approach is associated with authorities such as Abraham Maslow, Fredrick Herzberg and David Mc Clelland and is needs based. They assume that all humans have definable needs (e.g. money, social lif e, self esteem, power, e.t.c) and that motivation in the workplace follows when these needs are satisfi ed. In their view, job satisfaction is usually the result of meeting these basic needs.

The alternative tradition (the 'process' approach) starts from a rather different set of assumptions. He re, motives are nether predefined nor universal, but can be created in the workplace. Hence our action s are less determined by our needs, and more by our responses to the opportunities provided for us at work. The most influential theories here are those, which relate to goals, expectancy and equity. A res earch carried out by SHRM 2007 (Society for Human Resource Professional) in USA, to top five con tributors to job satisfaction were job security, communication between employees and senior manag ement, benefits flexibility to balance work and life issues and feeling safe in the work environment.

According to a study conducted by Daljeet, Manoj, & Dalvinder, (2011) on factors influencing empl oyee job satisfaction in Cement Industry of Chhattisgarh in India found out three variables that is env ironmental (stress and work conditions), organizational factors (fair rewarding, promotion and oppo

rtunities) and behavioral factors (adequate authority, salary and supervisors) has a positive impact on job satisfaction..

A research conducted in Chuka University in Kenya on employees' satisfaction and work environment by Peak Network Consultants Ltd, (2011) among 50 employees which constituted of senior management, supervisory staff, teaching staff and non teaching staff. It revealed clearly that these employees were dissatisfied with communication, it was therefore important for management to ensure smooth flow of both up down and down up flow of information. Regarding work environment, employees showed great dissatisfaction on different aspects including: physical working conditions and materials provided to them to perform their work. For employees to be productive, the management needs to avail the right equipment, facilities and materials for employees to feel relived. The organization should develop clear guidelines on determining and selecting prospective employees for various training and development opportunities.

Boggie,(2005) maintains that in order to provide good service, the quality of employees is critical to ensure success. It is for this reason that the area of job satisfaction be explored in order to gain a better insight thereof. This will provide executive managers with important information to enable them to stimulate greater job satisfaction amongst employees (Boggie, 2005).

Employee work performance usually involves motivations and job satisfaction that strengthen or weaken those task performances (Ngalyuka ,1985). There are different approaches to motivation, various types of motivations, as well as the factors that influence job satisfaction, which refers to attitudes of a single employee. These jobs related attitudes predispose an employee to behave in certain ways (Newstrom,& Davis, 2002). Defining motivation at work and establishing how managers can best develop it in their employees has long been a major and central topic of research for the specialists in the fields of human resource management, organizational behavior and occupational psychology. It is a field of study characterized by the presence of large numbers of theories, vigorous debates and several distinct traditions. There is no single generally accepted answer to the question of what motivates us to work or what makes a certain job satisfying for a given individual (Redman,& Wilkinson, 2002)

Subsequently, this study will investigate the impact of these determinants in employee satisfaction during a critical time COVID'19.It has become very important for organization to determine the factors that would satisfy the employees during COVID'19.This study focuses on job satisfaction and would try to impact of lockdown.

1.2 Problem Statement

The country is bracing itself for a period of extended total lockdown in the light of the COVID-19 pandemic spread, business leaders are coping with freshly worrying realizations. The lockdown may be lifted after sometime but there's no denying that we have now entered an unchartered new paradigm, where 'surviving against odds' becomes the new norm. The overall economic impact of the outbreak will overshadow operations for years to come. But while companies grapple with survival and customer retention, even as stress and burnout, job insecurity, retrenchment, downsizing, emotional and psychological trauma assume centrestage, it's increasingly clear that recovery and turnarounds too, will have to be accelerated, post the immediate crisis. And with it, the realization that the right time to prepare for recovery is now.

It is imperative for employers to understand, and for HR leaders to impress upon them, that the old commandcentre constructs of management of efficiency can hardly be expected to succeed, when everything else around us has changed irrevocably. A strategy of "costcutting, rationalizing, doing more with less" will not be effective, with a workforce that is incessantly anxious about job security, demoralized about career and business prospects, and depressed about life in general. Going forward, the employer-employee relationship has to be far more close-knit, dyadic, symbiotic. Needless to say, employees must embrace all the opportunities that can help make the most of unstable situations. But employers and managers have an equal responsibility in design the organization, business operations, job roles and responsibilities in a manner that enables employees to do meaningful work, while remaining positive psychologically. More than ever, therefore, alongside technology and process innovations, an investment in employee well-being needs to underscore business turnaround strategies.

Given the current circumstances, however, there would be a trade-off between the benefits of well-

11

being and operational expediency. A "relaxed" job, which entails low demands and higher level of control, does not provide employees with intrinsic motivation. Likewise, "high strain" jobs that involve high demands and low control, are likely to overwhelm employees and encourage a form of helplessness that can undermine employees' sense of mastery over their jobs, and dissuade them from optimizing current skills or developing new ones. Finally, a "passive" job, which combine low demands on skills with low control over tasks, does not encourage skill development and instead, can result in employee helplessness.

The evidence is that higher levels of job control are associated with increases in job satisfaction and decreased depression, whereas higher demands of skills and competencies, independent of adequate control tend to be correlated with increased anxiety. In the COVID paradigm, while employers will be hard pressed to get businesses back on the road, it's unlikely that curetting "active" jobs will be top on their list.

Amid costcutting efforts, "relaxed" as well as "passive" jobs will almost certainly get loaded with additional tasks, which, while increasing demand for deliverables, won't necessarily come with an accompanying leeway of control. In times of crisis, the shift will likely to be towards "high strain" jobs, leading to higher levels of stress and anxiety in the workforce, in turn adversely affecting productivity

1.3 Research Objectives

1.3.1 General Objectives

Identifying the factors which affect the job satisfaction during global pandemic COVID'19.

1.3.2 Specific Objectives

- To find out the relationship between significant flexibility at work and job satisfaction.
- To find the impact of communication from managers to employees on job satisfaction.
- To identify the impact of pay and career progression during COVID'19.

1.4 Scope of the study

This research is about employee satisfaction .The parameter which has been chosen to watch work sa tisfaction in this research are employer stability, remuneration, and good conditions, work flexibility , supervisory help, career progression at organization. This assess the degree of employee welfare an d employee satisfaction in the organization. Additionally, the measures to be taken to develop work s atisfaction during COVID'19 with the target that the organizational adversity can be reduced later on.

CHAPTER 2: LITERATURE REVIEW

Literature review is a significant part in this research where I have used to review others' work and the data acquired depends on content, for example, diaries, articles, paper, web and different expects to review the basic purposes of flow information on a specific point. To put it plainly, this chapter data got is all optional sources.

Narimawati, S.E., (2007) studies on "The influence of work Satisfaction, Organizational Commitment and turnover Intension" and he finds that employee satisfaction effects the organizational commitment very strongly.

Sumita,(2004) studies on "Effects of organizational commitment on productivity" and she finds that the main objective of the management is to increase the efficiency by getting maximized productivity at the minimum cost .However, motivation is considered to be crucial for good performance with employee satisfaction.

Mitchell(1982), studies on "Relation between job performance and motivation" and finds that job performance are typically determined by the motivation to work hard and high motivation mean greater efforts and higher performance.

Tung(1981), studies on "Patterns of Motivation in Chinese Industrial Enterprises" and finds that motivation is the push employees towards improved performance and increased productivity.

Stoke(1999), motivation is a human psychological characteristics that contribute to a person's degree of commitment.

Dormann & Zapf(2001), studies on

Job satisfaction: A metaanalysis of stabilities" and he finds that Employee satisfaction is more response to specific factors of the job. Job satisfaction is placed as a control concept in work and organizational psychology. Although initiatively convincing, working conditions as the major cause of the job satisfaction have been challenged.

Sahnawaz & Juyal (2006), studies on "Human Resource Management Practices and Organizational Commitment in Different Organizations" and they finds that employee commitment is seen as the key factor in achieving competitive performance.

According to Armstrong (2009), companies looking to increase stability and retain long- term employees should strengthen employer employee relationships by creating trust and loyalty through a policy of internal promotion. Employee trust and loyalty can help the company to achieve its goals and gain long term market success. Some companies use promotion on merit as a means of motivating employees. Merit policy is a fair method that encourages employees to work harder and stay loyal to the company because they know that ultimately the reward will be a promotion to a higher position, leading to higher wages and greater status. The result is increased job satisfaction, better performance and further advancement.

CHAPTER 3: RESEARCH METHODOLOGY

There are three sort of research plan, which is exploratory research, easy going research and graphic research. In this research, the elucidating research is led. By utilizing enlightening information which empower to acquire data with reference for research. We can know a generous sum about the research issue and obviously characterizes what ought to be estimated on this research. Quantitative strategies is being utilized in this investigation. Quantitative research produces measurements using overview research, utilizing strategies, for example, surveys. It is worried about numbers and information which are handily measured.

The explanation of picking spellbinding research strategy is on the grounds that by appropriating polls, researchers can gather data from an enormous example of people and for the most part set aside less effort to finish by the respondents and moderately economical.

Information for this examination were gathered from the employees who works in the Indian Organization. To choose the essential factors on Employee satisfaction and their criticalness, a diagram is made and driven. The theoretical meaning of develop was embraced from the literature overview. A Likert scale poll was created to operationalise each build in the organization. Each question was identified with employee satisfaction. The utilization of different inquiries for each build expands the exactness of the gauge, contrasted with approach of utilizing question. A review, created to gauge the show.

Information were assembled from the review applied with employees who are working in the distinctive modern segment in India. Among the gathered information 55 information, 53 were discovered palatable for information investigation. Intermittent missing information on factors were dealt with by supplanting with the mean worth. Of 53 reactions, 84.6% were male and 15.4 percent were female. Age was unevenly disseminated between the sections, with most of employees 76% between the ages of 20 to 30 years. As for residency, 46.2 percent experienced 0 to 2 with the organization.

3.1 Data Collection Method

There are two kinds of information which are essential information and auxiliary information. In this research, questionnaire survey is being utilized to acquire the essential information while, there is likewise being utilized of optional information which is gotten from online database which were useful to get data with respect to this research in various territories.

3.1.1 Primary Data

Primary data is the data that has been accumulated from the beginning hand to convey to express publicizing research issue. In this research questionnaire is the technique utilized for gathering primary information which have been utilized to address diverse research questions and to create theories through the criticism of pertinent respondent are kept carefully classified. In any case, the assortment time is long and the assortment cost isn't higher to contrast with secondary information.

3.1.2 Secondary Data

In this research, secondary information were gotten as supporting data to additionally upgrade the literatures and results classified in this research paper. Perhaps, a large portion of the data utilized is for the most part acquired from diaries and articles sourced from web indexes, for example, Yahoo and Google, online information bases which included Emerald, Google Scholars. Other than that, data was likewise acquired from a few open libraries.

3.2 Sampling Design

Sampling implies choosing an example from populace. Sampling configuration incorporates five stages which are characterizing the populace, decide the sampling outline, select sampling methods, decide the example estimate and execute the sampling procedure. This assistance to recognize the certified objective respondents to take part in the survey.

3.2.1 Target Population

The objective population of this research is from the employees who work in various enterprises in the India. This research supported to uncover which elements has the noteworthy impact in the employee's satisfaction and employee's loyalty in the organization. Moreover, it is likewise helpful to gather information as there are respondents required by this research to circulate the questionnaire in regions for the questionnaire to be disseminated.

3.2.2 Sampling Frame and Sampling Location

The sampling format for this research has achieved 53respondents.This research doesn't just particularly based on a single get-
together of people, for example base level laborers it is in light of the fact that unmistakable get-
together of people possibly have various motivation to devoted to the organization. The testing territory was arranged from different spot of India. The research is led in city zones because of it gives the research the most noteworthy rates to arrive at target populace.

3.2.3 Sampling Element

In this study, the respondents of the survey was from the employees who work in Indian organization. The motivation to pick these respondents is that they have high effect towards organization performance. So, it is fundamental for research to concentrate on those employees and discover the explanation so as to expand the quantity of loyalty. To keep up a degree of dependability on the reactions by the respondents, certain shoppers are not been pick because of elements, for example, age (for example at the point when respondents are excessively youthful, they probably won't have the option to comprehend the questionnaire well), time accessible (for example at the point when respondents are in a rush, they may essentially fill in the questionnaire as quickly as time permits, giving deceiving answers).

3.2.4 Sampling Technique

In this research venture, non-likelihood sampling was utilized for this survey. Non-likelihood sampling comprises of accommodation sampling, critical sampling, amount 10 sampling, and snowball sampling. In this survey, comfort sampling is utilized on the grounds that it is the most appropriate and able to get test of components. The comfort sampling is the most ideal methods for ge tting the data rapidly, ease, advantageous and efficient. As the outcome, research can gather huge fini shed questionnaire and data with minimal effort and less time consuming. It is additionally viewed as accessible and clear sampling from different kinds of non-likelihood sampling technique.

3.3 Research Instrument

The research Instrument that is being used to Accumulate subtleties self-coordinated questionnaire. the questionnaire is A Formalized course of Action of Inquiry For getting Information from Incalculable respondents. questionnaire is used rather than other Instrument techni que since It is ineligible inexertion, faster ways to ideal with Amass Information And progressively b eneficial. the questionnaire was made subject to the composing review And has been communicated In the main page of the questionnaire that All the Information gave By the respondent will be remain private And mystery. As such, It can lessen the respondent Inclination. questionnaire was Arranged I n English language since It is A widespread language And A common language that respondents use d to give And grasp.

3.3.1 Purpose of using questionnaire

Questionnaire has been used As A research Instrument since questionnaire is usually planned For hu ge measures of data, which is sensible For A quantitative research. the questionnaire is the primary In strument research used to Assemble the fundamental data For research since It is progressively Inval uable And compelling strategy For grouping basic data. By using questionnaire, It Allowed the resea rch expeditiously got the response from the respondents. Not simply that, It is negligible exertion sto od out from various systems For recuperating Information. A questionnaire is essentially a structured technique for collecting primary data. It is generally a series of written questions for which the respo

ndents has to provide the answers (Bell 1999). While authors such as Kervin (1999) offer a very narrow definition of questionnaires (whereby the person answering the questions actually records his or her own answers), deVaus (1996) sees a questionnaire in a much wider context (namely as a technique in which various persons are asked to answer the same set of questions).

Care has to be taken in creating a questionnaire; Oppenheim (1996) comments that 'the ability to write plain English will help', but that that will not be sufficient. If a questionnaire is well designed, it will motivate the respondents to give accurate and complete information; as such, it should provide reliable and relevant data in return.

A questionnaire can serve as an inductive method with the aim to formulate new theory, where open-ended questions are used to 'explore a substantive area' (Gill & Johnson 2001). However, other researchers may use a questionnaire as a means of collecting reliable data in a rather deductive approach in order to test existing theory. As will also be shown in the case of the other two research methods discussed in this paper, a questionnaire thus allows the researcher to adopt either an inductive or a deductive approach, or even a combination of these two.

When developing the actual questionnaire, the three major question-types available to the researcher, namely:

Openended: They have the advantage of offering a wide range of responses that help to capture the flavour of people's answers, while not influencing the outcome of the question by pre-determining possible responses. On the downside, answers are often difficult to evaluate and tend to vary in clarity and depth;

Dichotomous (closedended): They are used for questions with two possible opposing outcomes, for example 'Yes' and 'No'. They tend to be easier to answer and require less effort when interpreting the results - they are directly comparable to answers by other respondents; and

Multichotomous (closedended): Questions of this type offer a range of possible answers, similar to a multiplechoice test. Again, they tend to be easier on the respondent and equally on the questionnaire-interpreter later on.

If administered properly, questionnaires can prove to be an excellent method to obtain quantitative d ata about people's attitudes, values, experiences, and past behaviour (Bell 1999).

Questionnaires allow the researcher to gather a significant amount of data at relatively little cost. Que stionnaire distributed by post can be posted to the target group, and the latter can choose to answer wh enever it is most convenient for them (Gilbert 2001). Email acts as another delivery channel, and can reduce costs even further.

Of the two main types of questionnaires, descriptive and explanatory, questionnaires allow the resear cher to gather data either to explain different phenomena or to explain cause-and-effect relationships between different variables respectively (Gilbert 2001).

3.3.2 Questionnaire Design

Here Are three sorts of Inquiries which can be used In driving In A research Included open-completed, closecompleted And scaled response questions. For this research, shut completed Inquiri es And scale response question is being used. opencompleted Inquiry won't be used As they Are plan For exploratory research And It requires more organization exertion. fundamentally, the questionnai re Involves three huge zones, which fuse Section A (respondent segment profile), Section B (estimati on of Autonomous factors), And Section C (estimation of ward variable). In Section A, we Are using portion Interrogates that necessary concerning some short near And dear Information, For Instance, s ex, Age, race, guidance level, And others. It is Acclimated with perception on fragment features of th e respondent. In Section band C, the Inquiry is expected to evaluate And test the factors that impact sp ecialist to devote to organization. In this i5 centers Likert scale to structure For the questionnaire. It is using the estimation scale with five response classes running from "emphatically Disagree" to "Uneq uivocally Agree", which Anticipates that respondents should show their level of simultaneousness w ith All of A movement of decree related to the update object.

3.4 Measurement

The fundamental size of estimation In questionnaire is the Interval scale. the questionnaires Are Aski ng A couple of components that sway employee loyalty. Moreover, the questionnaires similarly get s

ome data About the component of the employee loyalty And employee satisfaction. the portrayal was from emphatically dissent, deviate, impartial, concur And firmly concur. the questionnaires Are isolated Into 3 Sections which Are Part A, B And C. segment A has 6 Inquiries while Part B And C has 10 Inquiries which Are question of the employee satisfaction And employee loyalty. Basic of Part An, All Are Interval scale. Interval scale has both ostensible scale And ordinal properties Anyway they moreover get Information About complexities In measures of A thought. the Interval scale is A scale that not simply organize Articles or decisions According to their degrees yet Also perceives the master minded course of Action In units or proportionate Interval. Such scale is planned to allow respondents to exhibit how insistently they agree, fair or can't resist negating carefully create clarifications that can rate their level of loyalty while they are tending to the inquiry.

The ranges of the scale are: Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree.

3.5 Data Processing

After data has been accumulated from an operator trail of the populace, the accompanying stage is to look at them to test the research hypothesis. Regardless, we need to ensure that the data were careful, completed and fitting for extra examination. Thusly, some major advances are ought to have been completed. This beginning advance is data checking. All questionnaires are screened and checked by research to see whether the data from respondents are significant for the research. Following stage is data coding. In this examination, coding is used in this portion factors, for instance, sex which consign 1= male and 2= female.

Besides, age range also being coded as (0= 20 to 30, 1= 30 to 40, 2=40 to 50, 3=above 50), Industry sectors coded as (FMCG=0, IT=1, Retail=2, Electronics=3, others=4). Similarly, Likert scale data is also being coded as (Strongly Disagree=0, Disagree=1, Neutral=2, Agree=3 and Strongly Agree=4)

Data is being edited after keyed in study. Information altering bargain with the identifying and revising outlandish, conflicting, or illicit information and oversights in the data returned by the members of the investigation. For instance, exception reaction is a perception that is considerably unique in relation to different perceptions which are outlandish. It could check the scattering of ostensible as well as

22

ordinal factors by getting least and most extreme qualities and recurrence tables. Disperse plot or box plot are acceptable techniques for checking the outliers. When respondents don't comprehend the inquiry or answer and are reluctant to reply, oversights would happen. In this manner, there will exclude that survey in the informational index for investigation or simply disregard the clear response. Last venture of the information preparing is information deciphering or information change. Information change is a procedure of changing the first type of information to another configuration. This stage has being completed when researchers completed collecting the information physically and afterward entered in into PC as automated database. This progression is basic since information should be changed into a structure that is increasingly appropriate to perform information examinations which achieved the research targets.

3.6 Data Analysis

Statistical Package for Social Science (SPSS) programming has been utilized for dissecting all the information gathered. Steps of SPSS are as following:

• Making the information document
• Characterizing the factors
• Key in information
• Recode the estimation of the variable
• Registering another variable
• Condensing information
• Investigating contrasts between two variable
• Investigating connection between two variable
• Examine exploratory elements

3.6.1 Descriptive Analysis

In this research, frequency dispersion issued to examine the socioeconomics or general profile data of respondent under section A of survey. For example, to distinguish the respondent's gender, age, work understanding, industrial sectors.

3.6.2 Scale of Measurement

The size of estimation in this research is to test the reliability of the reactions in polls. The researchers utilize the Software Package for Social Sciences (SPSS rendition 23.0) in this research to decide the reliability. Reliability is the level of mistake free and yield steady outcome. This section portrayed the strategy uses to lead the research study, test size, information investigation systems and the movement of finishing the research stud. The examining size of this examination is 54 respondents from the employee who were in the Indian organization. Besides, the develop of survey is talked about. It additionally tests the hypothesis by utilizing different regression and Pearson relationship and coefficient examination in which after effect of the statistical investigation will be deciphered.

CHAPTER4: ANALYSIS, DISCUSSION & RECOMENDATION

4.0 Introduction

This part will outline the significant methodology that were used to gather data and to lead detail study on the gathered information. At that point the information is being examined and handled by utilizing Statistical Package social science (SPSS) programming. This part begins with the enlightening examination for the focused ion respondent's demographic profile and central tendency estimation of develops. At that point scale estimation is created to give the after effect of reliability test. Next is the inferential investigation with the Pearson relationship examination and this is trailed by the numerous linear regression study. It is intended to look at the proposed hypothesis (Relationship between employee satisfaction and employee loyalty).
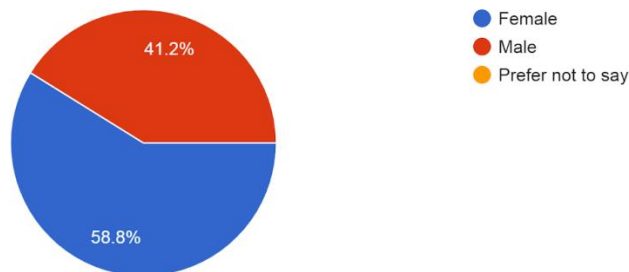
4.1 Description Analysis

Six questions were asked under the demographic profile section in questionnaire which is included the name, age, gender, work experience etc.

4.1.1 Respondent's Demographic Profile

4.1.1.1 Gender

Gender
34 responses

- Female
- Male
- Prefer not to say

41.2%

58.8%

Fig 4.1: Pie chart of Respondents' Gender

Source: From the Research

As it is shown in the figure 4.1 above, the majority are female, which consists of 32 people(58.8%), whereas the male consists of 22 people(41.2%) out of the 54 respondents.

4.1.1.2 Age Group

Age
34 responses

32.4%
11.8%
50%

Below 18
Between 18-21
Between 22-25
Between 26-35
Above 35
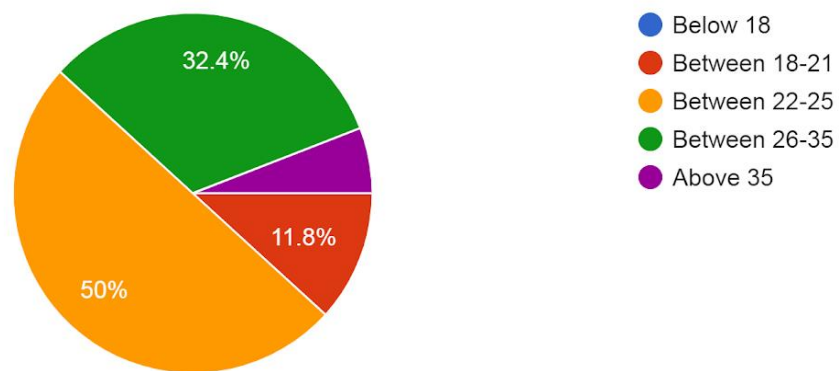
Fig 4.2: Pie chart of Respondents' age group

Source: From the Research

According to the above figure 4.2, it shows that (11.8%) people are in the age group of 18-21, (50%) people are from 22 to 25 and (32.4%) people are from 26-35 age group whereas 5.8% are above 35 in this sample.

4.1.1.3 Industrial Sector
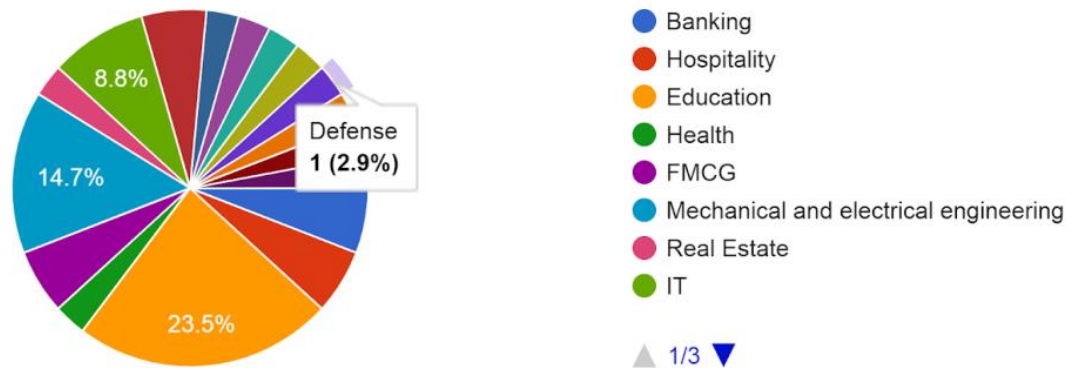
Fig 4.3: Pie chart of Respondents' who work in different Industrial sectors

Source: From the Research

As it shown in the above fig 4.3, (23.5%) works in Education sector,(8.8%) works in IT sector, (14.7 %) works in the mechanical and engineering industries and rest works others like defense, hr services , hospitality, FMCG etc.

4.1.1.4 Work experience

How many years have you been with the current Company?
34 responses

Fig 4.4: Pie chart of Respondents' work experience

Source: From the Research

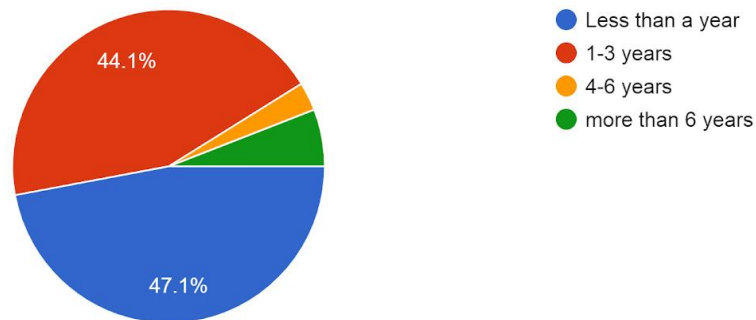From above figure 4.4 it is clearly observed that (47.1%) have less than a year of work experience, (44.1%) have 1 to 3 work experience and rest have 4 to 6 work experience.

4.2 Inferential Analysis

In this research, inferential examinations were utilized to dissect and decipher the example information by running however SPSS which are Pearson Correlations Coefficient, T-test and Linear Regression Analysis. Subtleties of every one of the testing and the outcomes will be introduced as the accompanying.

4.2.1 Pearson Correlation Coefficient

In this study, Pearson Correlation Coefficient was used to test the independent variables (relationship with supervisor, recognitions and rewards, working condition and teamwork and cooperation) with the dependent variable (Job satisfaction). A Pearson correlation is a number between -1 and 1 that demonstrates the degree to which two factors are straightly related. The Pearson relation

ship is otherwise called the "product moment connection coefficient" (PMCC) or essentially "correla tion". Where 1 is all out positive straight relationship, 0 is no direct connection, and −1 is complete ne gative direct connection.

In this research there are multiple independent variables and job satisfaction is the dependent variabl e. As in the Pearson correlation is being used for showing the linear relationship between the variable . Here as it is being clearly identified in the figure 4.6 in the correlation table the value of Pearson corr elation is "0.337", which signifies that there is highly positive correlation between relationship with manager and job dissatisfaction. Also it can be seen that there is a negative correlation "- .037" between flexibility and job dissatisfaction. There is highly positive correlation between relatio nship with manager and clear communication about COVID'19.

Correlations

		[I am not a ble to conc entrate on my work d ue to COV ID'19]	Comm unicati on fro m man agers	Tool s and reso urce s	Relati onshi p wit h co- work ers	Values of the compa ny.	Pay	Career pr ogression	Signific ant flexi bility	Balance my work/ life durin g the lock down
Pearson Correla tion	[I am not a ble to conc entrate on my work d ue to COVI D'19]	1.000	-.168	.071	.002	-.065	.255	.236	-.210	-.026
	Communic ation from managers	-.168	1.000	.294	.210	.531	.098	.113	.359	.626
	Tools and resources	.071	.294	1.00 0	-.022	.162	.001	.083	.239	-.044

Relationship with co-workers	.002	.210	-.022	1.000	.444	.097	.263	.419	.083
Values of the company	-.065	.531	.162	.444	1.000	.422	.600	.637	.366
Pay	.255	.098	.001	.097	.422	1.000	.640	-.133	.150
Career progression at the company	.236	.113	.083	.263	.600	.640	1.000	.348	-.119
Significant flexibility	-.210	.359	.239	.419	.637	-.133	.348	1.000	.213
Balance my work/life during the lockdown	-.026	.626	-.044	.083	.366	.150	-.119	.213	1.000

Fig: 4.6 Coefficient Correlations

4.2.2 Hypothesis

Ho = There is no significant relationship between relationship with Significant flexibility at work and job dissatisfaction during COVID'19.

H1 = There is a significant relationship between relationship with Significant flexibility at work and job dissatisfaction during COVID'19.

From the figure 4.6, correlation between Significant flexibility at work and job dissatisfaction is

"-

.210", with the goal that is a negative relationship between the two factors. This implies that if the flex ibility at work increases then job dissatisfaction would decrease which would eventually help the org anization to have max satisfied employees. The P-

value is 0.045 which is under 0.05. Thusly, we can demonstrate that H1 is acknowledged and there is a significantly negative connection between connection between Significant flexibility at work and j ob dissatisfaction.

4.2.3 Regression Analysis

Regression examination is a groundbreaking measurable strategy that permits you to look at the conn ection between at least two factors of intrigue. While there are numerous sorts of regression analysis, at their center they all look at the impact of at least one autonomous factors on a needy variable. Regre ssion examination is fundamentally utilized for two adroitly unmistakable purposes. Initially, regres sion analysis is generally utilized for expectation and determining, where its utilization has generous cover with the field of AI. Second, in certain circumstances regression examination can be utilized to deduce causal connections between the dependent and independent factors.

Multiple Regression Analysis

Multiple regression analysis is a powerful technique used for predicting the unknown value of a varia ble from the known value of two or more variables-
 also called the predictors. More precisely, multiple regression analysis helps us to predict the value o f Y for given values of X1, X2, …, Xk.

Dependent and Independent Variables. By multiple regression, we mean models with just one depen dent and two or more independent (exploratory) variables. The variable whose value is to be predicte d is known as the dependent variable and the ones whose known values are used for prediction are kn own independent (exploratory) variables.

The Multiple Regression Model

In general, the multiple regression equation of Y on X1, X2, …, Xk is given by:

31

$$Y = b0 + b1\ X1 + b2\ X2 + \ldots\ldots\ldots\ldots\ldots\ldots + bk\ Xk$$

Interpreting Regression Coefficients

Here b0 is the intercept and b1, b2, b3, …, bk are analogous to the slope in linear regression equation and are also called regression coefficients. They can be interpreted the same way as slope. Thus if bi = 2.5, it would indicates that Y will increase by 2.5 units if Xi increased by 1 unit.

Once a multiple regression equation has been constructed, one can check how good it is (in terms of predictive ability) by examining the coefficient of determination ($R2$). $R2$ always lies between 0 and 1

$R2$ - coefficient of determination

All software provides it whenever regression procedure is run. The closer $R2$ is to 1, the better is the model and its prediction.

A related question is whether the independent variables individually influence the dependent variable significantly. Statistically, it is equivalent to testing the null hypothesis that the relevant regression coefficient is zero.

The appropriateness of the multiple regression model as a whole can be tested by the F-test in the ANOVA table. A significant F indicates a linear relationship between Y and at least one of the X

Model Summary[b]

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.540[a]	.292	.166	.874	.292	2.319	8	45	.035	2.267

32

a. Predictors: (Constant), How 4 are you with... [your pay?], [I have been provided with the tools an d resources I need to do my job.], [It is easy to get along with my colleagues.], [I have been able to b alance my work/life during the lockdown], [I have significant flexibility in how I do my job.], [Ther e is good communication from managers to employees during lockdown], How 4 are you with... [yo ur career progression at the company thus far?], [I relate to the values of the company.]

b. Dependent Variable: [I am not able to concentrate on my work due to COVID'19]

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.170	8	1.771	2.319	.035
	Residual	34.367	45	.764		
	Total	48.537	53			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Colinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	2.005	.956		2.098	.042	.080	3.930					
Communication from managers	-.493	.244	-.401	-2.020	.049	-.986	-.001	-.168	-.288	-.253	.399	2.509
Tools and resources	.291	.141	.299	2.060	.045	.006	.576	.071	.294	.258	.745	1.342
Relationship with co-workers	.156	.135	.169	1.155	.254	-.116	.427	.002	.170	.145	.736	1.359
Core Values	-.161	.230	-.175	-.700	.487	-.625	.303	-.065	-.104	-.088	.251	3.985
Career progression	.740	.263	.691	2.816	.007	.211	1.269	.236	.387	.353	.261	3.828
Significant flexibility	-.498	.242	-.476	-2.057	.045	-.986	-.011	-.210	-.293	-.258	.294	3.400
Balance my work/life during the lockdown	.524	.213	.507	2.467	.018	.096	.953	-.026	.345	.309	.373	2.683
Pay	-.189	.197	-.230	-.959	.343	-.586	.208	.255	-.142	-.120	.273	3.668

a. Dependent Variable: [I am not able to concentrate on my work due to COVID'19]

Figure 4.7 Multiple Regression Analysis

Figure 4.7 over that show the correlation coefficient, R =.540, it implies that there is a positive relatio nship between the independent variables and dependent variable (job satisfaction). The estimation of R square is .292 which demonstrates that 29.2 % of the fluctuation in the dependent variable (job sati sfaction) is clarified by the free factors.

F Value in **Regression**

Basically, the **f** test compares your model with zero predictor variables (the intercept only model), an d decides whether your added coefficients improved the model. If you get a significant result, then w hatever coefficients you included in your model improved the model's fit.
At alpha =0.05 ,this regression is statistically significant because p value<0.05 which is equal to 0.03 5.

Hence, the free factors are essentially clarifying the change in the employee loyalty among the back h ouse staff in industry.

Table 4.7 above show that the independent variables(communication, tools and resources, career pr ogression, significant flexibility, work-life balance) p-
value is less than 0.05; it implies that the independent factors is altogether to anticipate the dependent variable (job satisfaction).

4.3 Discussion

The results of the study have shown the impact of various factors on job satisfaction during COVID'1 9. With the necessary lockdowns and travel restrictions across the nation, in order to contain the COV ID'19 from becoming a fullblown pandemic, businesses across the globe have come to an abrupt halt, clinging closer into a global recession. In these trying times, corporations should vouch to look after t he needs of the employees in distress. An HR professional should bring the humane back into the wor kings of the corporations. The decisions taken by Human Resources impact the livelihood of the emp loyees, and the entire workforce in a nutshell. This includes their ability to earn money to pay for esse ntials like food and housing among other expenses. All of these are at a risk for a few months. The Hu

man Resource department should ensure that all the employees have capable work laptops to comple te their daytoday tasks. Employees are becoming concerned about the working environment which i ncludes working hours, job safety & security, relationship with co-worker, esteem needs and top management as mentioned in this study.

The regression analysis result showed that the independent variables(communication, tools and resources, career progression, significant flexibility, work life balance) impact job satisfaction of employees during COVID'19. As Kinzlietial. (2005) concluded that job satisfaction has positive relationship with opportunities provided to employees by the organization.

In our study, it has been represented by Career progression which also has a significant relationship with the job satisfaction (As correlation coefficient value was 0.236 at p <0.05). Babin & Boles (1996), argued that supervisory support and worker involvement decreases the work stress however; it is h elpful in increasing job satisfaction and job performance. The study showed that top management su pport is negatively related to job dissatisfaction(-.168) with p< 0.05,however relationship with co-workers doesn't turn out to have significant relationship with the job satisfaction.

In the modern era, management of workforce has become more difficult because employees are high ly qualified and aware of their rights while working in an organization. Therefore, it is imperative tha t the organizations identify the needs of their employees and satisfy them to ensure effective accompl ishment of its goals and objectives. Good virtual working environment increases employee loyalty, l evel of commitment, efficiency & effectiveness, productivity, and also develops a sense of ownersh ip among employees which ultimately increases organizational effectiveness as well as reduces proh ibit cost emerging as a result of dissatisfied employees.

Human resources departments can play an important role in making employees more motivated and engaged by implementing programs that can enhance performance and the desire to accept promotional challenges Human resources departments can play an important role in making employees more motivated and engaged by implementing programs that can enhan ce performance and the desire to accept promotional challenges which allow employees to exercis e higher level of skills and responsibility in the new position.

4.4 Limitation of the study

During the research certain limitations were there, such as the availability of time to conduct res earch for obtaining the required data. Time was one of the limitations faced which has restricted us to add more information about the importance of this topic. Another limitation was the access to data that was to be collected from various organizations. The information gathered was difficu lt to acquire since the employees of some organizations were hesitant to share their true opinions. We took special care of the ethical aspect related to the research by ensuring the respondents that their responses will be anonymous and confidential to which no one will have access. The issue h as not been considered previously therefore, now firms have an opportunity to utilize the inform ation from this research paper to design their future line of action that can help them ensure their long-term success.

4.5 Recommendation

There are a few plans to improve this study to serve future research. In the future research, it ough t to include more extensive geological territories just as bigger example size. Likewise, the surve ys ought to be converted into different language since India comprises of various races. And furt hermore survey should be given to male and female respondents equally for their discernment ab out their work culture.

CHAPTER 5: CONCLUSION

It can be concluded that there are a number of factors that impact the Job satisfaction of employees as also given by Maslow's law of motivation . Bad working conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that the businesses realize the importance of good working environment during the lockdown which can be attained through good communication from managers, by providing significant flexibility at work, providing them with the required tools and resources.

This research paper contributes towards the welfare of society as the results create awareness about the importance of various factors i.e. self esteem, belongingness, career progression for employee job satisfaction.

The study impacts upon the future performance of businesses by taking employee welfare more seriously within their organizations to increase the motivation and commitment level of their employees. This way their work force can achieve better results. It also ensures that the employees of the organization will have the ease of working in a relaxed and free environment without burden or pressure that would cause their performance to decline. The progress that will be achieved in the business will directly help the economy of a country as developmental efforts will increase. In such conditions, the country will be able to handle the problems created due to COVID'19, prevailing as it will be in a strong state to deal with them. The benefits of providing a good working environment to the employees are tremendous for both the organization and its employees.

Such working environments where employees are made a part of the overall decision making process, being given flexible working hours, less work load, a team work approach and a supportive top management have positive impact on the performance of employees. This leads to high level of employee job satisfaction thus making the employees more committed towards their business, more motivated to work hard and more inclined to get high productivity for their firms benefiting their respective businesses in the long run.

REFERENCES

1. Arnetz, B. (1999). Staff perception of the impact of health care transformation on quality of care.i*InternationaliJournaliforiQualityiiniHealthiCare,i11*(4),i345-51.

2. Baah,iK.,i&iAmoako,iG.iK.i(2011).iApplicationiofiFrederickiHerzberg'siTwo-FactoriTheoryiiniAssessingiandiUnderstandingiEmployeeiMotivationiatiWork:iai GhanaianiPerspective.i*EuropeaniJournaliofiBusinessiandiManagement,i3*(9),i1-8.

3. Babin,iJ.iB.,i&iBoles,iJ.iS.i(1996).iTheiEffectsiofiPerceivediCo-WorkeriInvolvementiandiSupervisoriSupportionServiceiProvideriRoleiStress,iPerforma nceiandijobiSatisfaction.i*JournaliofiRetailing,i,i72*(1),i57-75.

4. Bakotic,iD.,i&iBabic,iT.iB.i(2013,iFebruary).iRelationshipibetweeniWorkingiConditio nsiandiJobiSatisfaction:iTheiCaseiofiCroatianiShipbuildingiCompany.i*InternationaliJo urnaliofiBusinessiandiSocialiScience,i4*(2),i206-213.

5. Castillo,iJ.iX.,i&iCano,iJ.i(2004).i*JournaliofiAgriculturaliEducation,i45*(3),i65/74.iii

iiChandrasekar,iK.i(2011,iJanuary).FactorsiExplainingiJobiSatisfactioniAmongiFaculty.